

# Karoo Hoogland Local Municipality



**DRAFT** SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

2016/2017

## 1. Introduction

This document provides for the annual submission of the Service Delivery and Budget Implementation Plan (SDBIP) as required in terms of the Municipal Finance Management Act. It should be read in conjunction with the Municipality's Integrated Development Plan (IDP), Budget and Business Plans for the financial year 2015/2016.

The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality therefore the IDP and budget must be fully aligned with each other, as required by the MFMA. The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance.

The SDBIP serves as a **"contract"** between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

## 2. Legislative Framework in terms of MFMA

The Municipal Finance Management Act (MFMA) of 2003 is aimed to secure sound and sustainable management of the financial affairs of municipalities and to establish treasury norms and standards through continually promoting transparency, participation and accountability of municipalities.

The MFMA requires that municipalities prepare a Service Delivery and Budget Implementation Plan as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan Strategy.

According to section 1 of the Act a service delivery and budget implementation plan means a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- (a) Projections for each month of the year
  - (i) Revenue to be collected, by source; and
  - (ii) Operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter;
- (c) Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c);

In terms of Section 53(3) of the Municipal Finance Management Act (MFMA) No. 56 of 2003. The mayor must ensure-

- (a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan; and
- (b) that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the

MEC for local government in the province.

### 3. Budget breakdown in terms of the IDP (A1 Summary)

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Description	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>R thousands</b>										
<b><u>Financial Performance</u></b>										
Property rates	3,862	4,435	4,762	4,862	4,862	4,862	–	5,950	6,301	6,654
Service charges	10,045	11,680	12,112	14,862	14,862	14,862	–	18,246	19,323	20,405
Investment revenue	113	37	146	–	–	–	–	215	228	240
Transfers recognised - operational	19,955	15,973	17,872	17,403	17,403	17,403	–	21,255	20,951	21,834
Other own revenue	1,468	2,118	2,037	2,341	2,341	2,341	–	2,308	2,443	2,579
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>35,443</b>	<b>34,242</b>	<b>36,929</b>	<b>39,468</b>	<b>39,468</b>	<b>39,468</b>	<b>–</b>	<b>47,974</b>	<b>49,245</b>	<b>51,712</b>
Employee costs	17,942	18,292	17,202	18,157	18,157	18,157	–	17,352	18,419	19,496
Remuneration of councillors	1,321	1,640	1,691	1,973	1,973	1,973	–	2,085	2,102	2,225
Depreciation & asset impairment	14,231	14,444	15,464	14,653	14,653	14,653	–	599	424	447
Finance charges	545	524	507	–	–	–	–	305	305	305
Materials and bulk purchases	7,147	6,689	7,498	7,981	7,981	7,981	–	9,643	9,946	10,175
Transfers and grants	10,998	4,201	6,227	–	–	–	–	–	–	–
Other expenditure	7,247	5,473	4,828	10,323	10,323	10,323	–	17,880	17,962	18,918
<b>Total Expenditure</b>	<b>59,431</b>	<b>51,263</b>	<b>53,416</b>	<b>53,087</b>	<b>53,087</b>	<b>53,087</b>	<b>–</b>	<b>47,864</b>	<b>49,157</b>	<b>51,567</b>
<b>Surplus/(Deficit)</b>	<b>(23,988)</b>	<b>(17,020)</b>	<b>(16,488)</b>	<b>(13,619)</b>	<b>(13,619)</b>	<b>(13,619)</b>	<b>–</b>	<b>110</b>	<b>88</b>	<b>145</b>
Transfers recognised - capital	23,534	15,699	12,060	–	–	–	–	–	–	–
Contributions recognised - capital & contributed a	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(453)</b>	<b>(1,321)</b>	<b>(4,427)</b>	<b>(13,619)</b>	<b>(13,619)</b>	<b>(13,619)</b>	<b>–</b>	<b>110</b>	<b>88</b>	<b>145</b>
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) for the year</b>	<b>(453)</b>	<b>(1,321)</b>	<b>(4,427)</b>	<b>(13,619)</b>	<b>(13,619)</b>	<b>(13,619)</b>	<b>–</b>	<b>110</b>	<b>88</b>	<b>145</b>
<b><u>Capital expenditure &amp; funds sources</u></b>										
<b>Capital expenditure</b>	<b>15,111</b>	<b>14,310</b>	<b>10,279</b>	<b>10,490</b>	<b>10,490</b>	<b>10,490</b>	<b>–</b>	<b>8,005</b>	<b>8,135</b>	<b>8,329</b>
Transfers recognised - capital	15,111	14,310	10,267	10,490	10,490	10,490	–	8,005	8,135	8,329
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	–	12	–	–	–	–	–	–	–
<b>Total sources of capital funds</b>	<b>15,111</b>	<b>14,310</b>	<b>10,279</b>	<b>10,490</b>	<b>10,490</b>	<b>10,490</b>	<b>–</b>	<b>8,005</b>	<b>8,135</b>	<b>8,329</b>

## 4. The SDBIP Concept

The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. It will facilitate the accountable role that managers hold to the Council and that Councillors hold to the community. It also fosters the management, implementation and monitoring of the budget, the performance of senior management and the achievement of the strategic objectives as laid out in the IDP.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the municipal manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end-of-year annual reports.

## 5. Components of the SDBIP

- ./ Monthly projections of revenue to be collected for each source
- ./ Monthly projections of expenditure (operating and capital) and revenue for each vote
- ./ Quarterly projections of service delivery targets and performance indicators for each vote

a) **Monthly projections of revenue to be collected for each source (Cashflow)**

The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of section 71 (1)(a) and (e) to ensure timeously remedial steps if necessary. Comprehensive financial policies will ensure realistic revenue projections by taking into account appropriate service and delivery levels, standards, ability to pay and collection efforts.

R thousand	Jul	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	2015/2016
<b>Cash Receipts By Source</b>													
Property rates	4,254	110	110	110	110	110	110	110	110	110	110	596	5,950
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	971	871	771	671	571	571	671	671	771	871	871	969	9,250
Service charges - water revenue	222	222	242	252	262	222	252	272	252	252	230	220	2,900
Service charges - sanitation revenue	276	276	276	276	276	276	276	276	276	276	276	276	3,308
Service charges - refuse revenue	232	232	232	232	232	232	232	232	232	232	232	232	2,780
Service charges - other	1	1	1	1	1	1	1	1	1	1	1	1	8
Rental of facilities and equipment	41	41	41	41	41	41	41	41	41	41	41	41	497
Interest earned - external investments	18	18	18	18	18	18	18	18	18	18	18	18	215
Interest earned - outstanding debtors	79	79	79	79	79	79	79	79	79	79	79	79	948
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	0	0	0	0	0	0	0	0	0	0	0	0	5
Licences and permits	2	2	2	2	2	2	2	2	2	2	2	2	20
Agency services	20	20	20	20	20	20	20	20	20	20	20	20	243
Transfer receipts - operational	9,538	220	220	220	5,490	220	220	220	4,173	220	220	299	21,255
Other revenue	45	45	45	45	45	45	45	45	45	45	45	45	545
<b>Cash Receipts by Source</b>	<b>15,699</b>	<b>2,137</b>	<b>2,057</b>	<b>1,967</b>	<b>7,147</b>	<b>1,837</b>	<b>1,967</b>	<b>1,987</b>	<b>6,019</b>	<b>2,167</b>	<b>2,145</b>	<b>2,798</b>	<b>47,924</b>
<b>Other Cash Flows by Source</b>													
Transfer receipts - capital	8,005											-	8,005

Proceeds on disposal of PPE	50												–	50
Total Cash Receipts by Source	23,754	2,137	2,057	1,967	7,147	1,837	1,967	1,987	6,019	2,167	2,145	2,798		55,979

b) Monthly projections of expenditure (operating and capital) for each vote

R thousand	Jul	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	2015/2016
<u>Expenditure by Vote to be appropriated</u>													
Council	240	240	240	240	240	240	240	240	240	240	240	240	2,877
Finance	771	771	771	771	771	771	771	771	771	771	771	771	9,257
Rates	80	80	80	80	80	80	80	80	80	80	80	80	964
Municipal Manager	426	426	426	426	426	426	426	426	426	426	426	521	5,208
Refuse	286	286	286	286	286	286	286	286	286	286	286	286	3,437
Libraries													1,720

	137	137	137	137	137	137	137	137	137	137	137	212	
Commonage	7	7	7	7	7	7	7	7	7	7	7	7	85
Townhall & Buildings	31	31	31	31	31	31	31	31	31	31	31	31	375
Cemeteries	1	1	1	1	1	1	1	1	1	1	1	1	7
Parks trees and recreation	77	77	77	77	77	77	77	77	77	77	77	77	930
Health												-	-
Streets and Public Works	237	237	237	237	237	237	237	237	237	237	237	436	3,038
Electricity	984	984	984	984	984	984	984	984	984	984	984	984	11,802
Water	278	278	278	278	278	278	278	278	278	278	278	278	3,331
Sanitation	403	403	403	403	403	403	403	403	403	403	403	403	4,832
<b>Total Expenditure by Vote</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>4,326</b>	<b>47,864</b>
<b>Capital</b>													
Water	3,894												<b>3,894</b>
Streets and Public Works	4,111												4,111
<b>Total Expenditure by Vote</b>	<b>11,963</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>3,958</b>	<b>4,326</b>	<b>55,869</b>



c) Quarterly Projections of Service Delivery Targets and Performance indicators for each vote

MUNICIPAL MANAGER												
Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending		Month Ending		Month Ending		Month Ending	
					Sep-15		Dec-15		Mar-16		Jun-16	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Improving overall municipal performance by the quarterly monitoring and evaluation performance results against targets set and the adherence with the Performance Framework	Number of performance reports evaluated	4	89120		22280		22280		22280		22280	
Evaluation of municipal performance in order to determine reasons for non performance and take decisions on the implementation of corrective measures with the approval of the annual report	Annual report and oversight report of Council submitted before legislative deadline	100%	150000						150000			
Annual strategic planning in order to determine municipal targets for IDP and budgetary purposes before the finalisation of the IDP and budget	No of strategic session held annually before the finalisation of the budget and SDBIP process	4	250000		62500		62500		62500		62500	
Annual assessment of Councillor training needs and the development of a plan for implementation to build councillor capacity	Approved councillor training plan per annum	4	18000		4500		4500		4500		4500	

Ensuring the financial viability of the municipality in terms of sec 71 of the MFMA with the monthly monitoring of actual revenue and expenditure against the approved budget and to determine reasons for deviations and implement corrective measures	No of revenue and expenditure reports monitored	12	120000	1493500	30000		30000		30000		30000	
Ensuring performance by the timeous development and signing of the performance agreement of the municipal manager in adherence to the Performance Framework	Signed performance agreement with the municipal manager by 31 Jul 2015	100%	80000								80000	
Enhancing good governance and public participation by ensuring the regular meeting with communities	No of Public Participation sessions per annum	8	400000		100000		100000		100000		100000	
The main budget is approved by Council by the legislative deadline	Approval of Main Budget before the end of MAY	1	250000								250000	
The SDBIP is approved by the Mayor within 28 days after the Main Budget has been approved ( JUNE )	Approved SDBIP	1	200000								200000	
Effective functioning of ward committees to ensure consistent and regular communication with residents measured ito number of ward committee meetings per annum	No of ward committee meetings per annum	4	200000		50000		50000		50000		50000	

Report Identification of suitable land in order to commence process of alienation of property. Projects for development and marketing	Number of reports submitted	2	140000		35000		35000		35000		35000	
To promote and sustain a safe, clean and healthy environment	# of campaigns conducted	2	250000		62500		62500		62500		62500	
National Heritage Resource Act 1999 (act 25 of 1999) establishment in area	# of heritage established	2	150000		37500		37500		37500		37500	
Develop environment policies and By-laws	% of By - Laws completed	3	150000								150000	
Revision of SPATIAL development framework to include all new projects. NEW PROJECTS IN IDP AT KPI 6.1.5 TO ATTEND TO	# Of reports submitted	3	180000		60000		60000		60000			
Effective water management (water is a scarce commodity)	Number of reports submitted	4	250000		62500		62500		62500		62500	
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	12	130200		32550		32550		32550		32550	
	Special Council meetings	0	0									
	Council committee meetings	12	130200		32550		32550		32550		32550	
To effectively support external political interfaces	Intergovernmental Relation Forum attended	4	43400		10850		10850		10850		10850	
	Council meets the people	12	130200		32550		32550		32550		32550	

To effectively support high level strategic and operational interfaces and activities.	Success of performance management for direct reports reviewed (quarterly review)	100%	80000		20000		20000		20000		20000	
To ensure Performance Management and Reporting	Completion of 20014/15 Annual report	1	10850		2712		2712		2712		2714	
	Number of management Performance Reports submitted to council	4	43400		10850		10850		10850		10850	
Ensure the development of a credible Integrated Development Plan	Approval of an MSA compliant IDP by Council (Annual Review) – September	1	10850		2712		2712		2712		2714	
	Percentage of Identified IDP Projects completed to business plan	100%	150000		37500		37500		37500		37500	
Development of policies and by-laws	Number of identified policies completed per IDP	8	86800		21700		21700		21700		21700	
	Number of identified By Laws completed per IDP	2	21700		5425		5425		5425		5425	
Ensure effective financial management	Compliance to targets set for the department in SDBIP	100%	100000	7548393	25000		25000		25000		25000	
	Monthly Departmental reports	12	130200		32550		32550		32550		32550	
Ensure effective corporate service management	Compliance to targets set for the department in SDBIP	100%	100000		25000		25000		25000		25000	
	Monthly Departmental reports	12	130200		32550		32550		32550		32550	
Ensure effective Infrastructure Service Management	Compliance to targets set for the department in SDBIP	100%	100000		25000		25000		25000		25000	
	Monthly Departmental reports	12	130200		32550		32550		32550		32550	
Ensure effective Planning and Project management	Review and approval of LED Strategy	100%	40000		10000		10000		10000		10000	
	Align of DM Spatial Development Framework with local framework	100%	40000		10000		10000		10000		10000	

	Water Services Development Plan	100%	150000		37500		37500		37500		37500	
	Disaster Management Plan (linked to DM Plan)	100%	150000		37500		37500		37500		37500	
Human Resource Development	Review & report on Equity Plan	1	80000		20000		20000		20000		20000	
	Review & report Work Skills Plan	1	250000		62500		62500		62500		62500	
	Review and approve Organogram	1	300000		75000 0		75000 0		75000 0		75000 0	
	% implementation of training plan	100%	80000		20000		20000		20000		20000	
Labour Relations	Local Labour Forum meetings	4	50000		12500		12500		12500		12500	
	Disciplinary Cases Reported & Completed	100%	350000		87500		87500		87500		87500	
Health, Safety and Environment	Number of Health & Safety Com. meetings	4	100000		25000		25000		25000		25000	
	Monthly H&S reports	12	50000		12500		12500		12500		12500	
Public participation and good governance	Number of Ward Committees Meetings held	4	80000		20000		20000		20000		20000	
	Number of IDP Rep meetings	4	150000		37500		37500		37500		37500	
	Number of Budget Consultation meetings	4	200000		50000		50000		50000		50000	
	Other Public Consultation sessions	4	40000		10000		10000		10000		10000	
Implementation of recovery plan	1. Financial statements before end August 2015	100%	150000		37500		37500		37500		37500	
	2. Section 71 Reports	100%	200000		50000		50000		50000		50000	

	3. New IDP	100%	150000		37500		37500		37500		37500	
	Completion SDBIP	100%	200000		50000		50000		50000		50000	
<b>ADMINISTRATION</b>												
Timely compilation and distribution of Agendas for all Council, Committees and LLF meetings of the Council and its Committees within 7 days prior to the meeting	Number of agendas distributed	12	130200		32550		32550		32550		32550	
The keeping and compilation of minutes of the Council Meeting and its Committees ( Not later than 7 days after meeting)	Number of minutes compiled and kept safe	12	130200		32550		32550		32550		32550	
The compilation and submission of Council resolutions to the Municipal Manager within 7 days after the minutes is available	Sets of resolutions per meeting submitted to Municipal Manager(including) Special Meetings)	12	130200		32550		32550		32550		32550	
Ensure that all Council resolutions assigned to the Corporate Services Department are executed/ received attention within ten (10) working days after such decisions is forwarded by the Municipal Manager	Sets of Councils resolutions executed (including Special meetings)	12	130200		32550		32550		32550		32550	
Ensure that all correspondence marked out the Corporate Service Department receives attention within three (3) working days after receipt from the Registration office	100% of correspondence attended to. Monthly reports compiled	12	130200		32550		32550		32550		32550	
Agendas and minutes circulated at least 72 hours before the scheduled date&time of meeting	Number of agendas circulated on time	12	130200		32550		32550		32550		32550	
100% of resolutions of Council executed within 30 days	Sets of Council resolutions per meeting executed (including Special Meetings)	12	130200		32550		32550		32550		32550	
Quarterly Recommendations on and updating Standard Operational Procedures (SOP's) for the effective functioning of the Administration Segment	Report on Quarterly review of SOP's	4	130963		32740		32740		32740		32743	
<b>RECORD MANAGEMENT</b>												

Incoming correspondence letters, facimiles,e-mail, memorandums daily input on computer 100%	Monthly report on progress	12										
All correspondence must be distributed to relevant officials	Monthly report on progress made	12	130200		32550		32550		32550		32550	
Obtain disposal authority for all closed filling system	Report on authority received and progresses made on closing of systems report	1	10850		2712		2712		2712		2714	
Input and filing of all contracts/ agreements (100%)	Quarterly report on progressed made	4	43400		10850		10850		10850		10850	
Maintenanace of an effective record systems	Quarterly report on progressed made	4	43400		10850		10850		10850		10850	
Up to date policies systems, procedures,by laws, contracts and agreements and clear office instructions in place	Quarterly report on the review process	4	43400		10850		10850		10850		10850	
Recordkeeping and availibilty of aplicable legislation	Quarterly report on the review process	4	43400		10850		10850		10850		10850	
Compilation of status qou report on by-laws	Quarterly report on the status quo	4	43400		10850		10850		10850		10850	
<b>HUMAN RESOURCES</b>												
Leave management	Report Quarterly	4	43400		10850		10850		10850		10850	
Review&report on Equity Plan	Report Annually	1	10850		2712		2712		2712		2714	
Review&report Work Skills Plan	Report Annually	1	10850		2712		2712		2712		2714	
Review and approve Oraganogram	Report Annually	1	10850		2712		2712		2712		2714	
Teambuilding	Report Quarterly	4	43400		10850		10850		10850		10850	
Local Labour Forum meetings	Minutes	4	43400		10850		10850		10850		10850	
To ensure Performance Management and Reporting	Completion of 2014/15 Annual reports	1	10850		2712		2712		2712		2714	
	Number of management Performance Reports submitted to council	12	130200		32550		32550		32550		32550	
Disciplinary Cases Reported & Completed	Report monthly	12	130200		32550		32550		32550		32550	
<b>TOURISM</b>												

Develop Tourism Projects:Conservation of Paleo surface ( Fraserburg) Conservation of "huthuise		2										
Development of marketing strategy	Newsletter, Roadsign of the different attractions Advertisement in Tourism Magazines	3										
Tourism Awareness in the different communities	Schools	6										
<b>LED</b>												
Review and approval of LED Strategy		1										
<b>IDP</b>												
Approval of an MSA compliant IDP by Council ( Annual Review)-September		1										
Percentage of identified IDP Projects completed to business plan												
<b>TOWN PLANNING</b>												
Processing all applications in respect of rezoning, removals of restrictions, consent use, subdivision	Monthly report on applications	12										
Legal prescription and finalised within two months	Monthly report	12										
Matters receive attention within 48 hours	Monthly report	12										
Finalise all matters within 90 days prescribed by legislation	Quarterly report	4										
<b>COMMONAGES</b>												
Effective control over commonages management plan	Monthly report on the management plan	12	20820		5205		5205		5205		5205	
Informed decision making with respect to commonage	Report on monthly update register of decisions	12	20820		5205		5205		5205		5205	



Regular inspection of commonage infrastructure and updating of records of stock numbers	Report on quarterly inspections	4	6940		1735		1735		1735		1735	
Effective financial management through control over budgets	Monthly report on financial management	12	20820	294000	5205		5205		5205		5205	
Conclusion of grazing contracts	Report on conclusions of contracts	1	1735		433		433		433		436	
Investigate and implement training for emerging farmers within framework of IDP	Quarterly report on training executed	4	6925		1731		1731		1731		1732	
Drafting and implementation pound regulations	Quarterly reports	4	6940		1735		1735		1735		1735	
<b>TOWN HALL AND OFFICES</b>												
Reports	Monthly Report	12	42600		10650		10650		10650		10650	
Upgrading & Transformation of indigenous people's history of museum	Monthly Report	12	42600		10650		10650		10650		10630	
Upgrading and maintenance of Museums	Monthly Report	12	290000	333000	72500		72500		72500		72500	
<b>LIBRARIES</b>												
To reduce the cost of lost books to R 2000 for all the libraries	Monthly report on lost books indicating the reduction	2	6600	6600	1650		1650		1650		1650	
To spent the grant allocation in accordance to allocation gazetted	Monthly expenditure report	12	1713000	1713000	428250		428250		428250		428250	
To increase book circulation by 10%	Monthly report on circulation indicating the 10% increase	12										
Increase membership of libraries by the least 100 members	Monthly report on membership increase	4										
<b>FINANCE</b>												
Budget control, reconciliation of general ledger accounts and report accordingly	Monthly Reports	12	553919		138479		138479		138479		138482	

Submission of annual reports prescribed by the MFMA by February ( each year )	1 annual report	1	240000					240000			
MFMA Quarterly reports to Council, National Treasury, Provincial Treasury	Quarterly report	4	320000		80000		80000	80000		80000	
Compilation and submission of section 71 reports to the MFMA	Monthly section 71 reports	12	352624		88156		88156	88156		88156	
Timeously submission of Mid-Year report to Council. National & Provincial Treasury as per MFMA	Mid Year report submitted	1	320000				200000	120000			
SDBIP developed	Developed SDBIP	1	240000					120000		120000	
Timeously preparation and submission of Annual Financial Statements to Auditor- General	Completed Annual Financial Statements	1	1400000		1400000						
Attend to AG issues and Audit report	Completed communication register	1	450000		225000		225000				
Development of draft budget	Completed Draft Budget	1	480000					480000			
Timeously approval of annual budget as per required timeframe of MFMA	Approved budget	1	120000							120000	
Preparation and approval of adjusted Budget	Approved Adjusted Budget	1	200000					200000			
Approval of service level agreement and framework with specific time frames for financial management support and capacity building ( Debt Collection, Security, Meter Readers	Approved service level agreements and framework	3	150000		150000						
Performance reviews conduct with Financial Personnel	Performance reviews	4	100000		100000						
Implement effective system of revenue collection and safe keeping of data as per MFMA	Report on revenue collection and data safe keeping	12	120000		30000		30000	30000		30000	

Ensure 85 % collection and receipt of grant funding as per DoRa allocations	Report on collection and receipts of grants	12	120000	2730000	30000		30000		30000		30000	
Annual review and implementation of approved credit control & debt collection policy	Reviewed policy	1	80000						80000			
Develop and implement a Property Rates policy	Approved policy	1	60000								60000	
Preparation and implement a valuation roll	Approved valuation roll	1										
Undertake a land use audit	Land use audit	1	150000		150000							
Annual review and development of other applicable revenue policies required per MFMA	Revenue policies developed and reviewed	8	320000								320000	
Ensure recovery of consumer and sundry debt exceeding 90 days	Report on debt recovered	12	120000		30000		30000		30000		30000	
Implement an effective system of expenditure control in compliance with MFMA requirements	Section 71 reports complied	12	300000		75000		75000		75000		75000	
Ensure implementation of the supply chain management regulations and approved policy	Report on the implementation of supply chain management	12	200000		200000							
Apply an effective cash flow and investment management as per approved requirements	Monthly cash flow and investment management report	12	160000	576800	40000		40000		40000		40000	
Establish an effective store and inventory system	Established store and inventory system	1	280000		280000							
Ensure 100% maintenance and security in respect of general ledger accounting system	Monthly report on maintenance and security	12	240000		60000		60000		60000		60000	
Annual review and development of applicable expenditure required per MFMA	Report on the review process	1	140000								140000	

Implement an effective system of asset and risk management in compliance with MFMA	Report on the implementation of asset and risk management	1	180000			180000						
Develop and implement an IT policy and strategy	IT policy and strategy	1	360000		90000	90000		90000		90000		
Attend Council meetings	Minutes of Council meetings	12	540000		135000	135000		135000		135000		
Attend Special Council meetings	Minutes of Special Council meetings	0										
Attend financial committee meetings	Attend Financial committee meetings with full preparation	12	240000		60000	60000		60000		60000		
To effectively support external political interfaces	Council meets the people meetings	12	240000		60000	60000		60000		60000		
To ensure Performance Management and Reporting	Completion of 2014/15 Annual Report	1	360000					360000				
Management Performance Reports submitted to Municipal Manager	Number of management Performance Reports	4	120000							120000		
<b>CEMETERIES</b>												
Ensure that all correspondence marked out to the Cemeteries Segment receives attention within three(3) working days receipt from the Registration office	Monthly report correspondence handled	12		8000								
The burial of pauper bodies within fourteen (14) working days after notification of the case	Monthly report on pauper bodies	12										
Management and cleaning of cemeteries	Monthly Report on management and cleaning	12	7000		1750	1750		1750		1750		
Keeping cemeteries register up to date	Process Manuel complied	1										
Cemeteries Process Manual												
Cemeteries By-Laws develop	By- Laws developed											
<b>PARKS AND RECREATION</b>												

Application of budget control - do reconciliation of budget under his control	Monthly report on budget control indicating no variance	12	576815	28000	144203		144203		144203		144206	
Draw up and control weekly work programmes-inspection of activities and follow-up thereof	Monthly report on control over weekly work programmes	12	43500		10875		10875		10875		10875	
Weekly meeting with personnel and monthly meeting with management of directorate to discuss activities	Minutes on meetings held	12	43500		10875		10875		10875		10875	
Training of personnel -ongoing	Quarterly report on training executed	4	6000		1500		1500		1500		1500	
Occupational Safety-ongoing	Quarterly report on status of occupational safety	4	14500		3625		3625		3625		3625	
Application of relevant legislation-ongoing	Quarterly report on status of application of legislation	4	14500		3625		3625		3625		3625	
Effective utilisation of personnel	Quarterly PMS report on staff performance	1	3625		906		906		906		907	
Invasive plant management	Quarterly report on invasive plant management	4	14500		3625		3625		3625		3625	
Environmental management	Quarterly report on environmental management	4	14500		3625		3625		3625		3625	
Asset management	Quarterly report on asset management	4	14500		3625		3625		3625		3625	
Cut pavements and parks	Monthly reports on progress made	12	116000		29000		29000		29000		29000	
Cut commonage	Monthly report on cutting of commonages	12	43500		10875		10875		10875		10875	
Control of alien vegetation on commonage and open spaces	Monthly report on progress made on alien control	12	10000		2500		2500		2500		2500	
Hiking trails to be maintained	Quarterly report on maintenance of hiking trails	4	0		0		0		0		0	
<b>SWIMMING POOL AND CAMPGROUND</b>												

The privatisation of the Campground and Swimming Pool subjected to a Section 78 recommendation	Quarterly report on progressed made on the privatisation	4	14500		3625		3625		3625		3625	
<b>WASTE MANAGEMENT</b>												
The removal of domestic waste at all residence in all residential areas once per week	Monthly report on 100% of removal executed	12	3295924	6553875	823980		823980		823980		823984	
The dumping of all waste at clearly identifiable waste sites	Monthly report on 100% correct dumping of waste	12	43500		10875		10875		10875		10875	
The successful operation of cleaning projects in all towns within the municipal area	Monthly report on success of cleaning services	12	43500		10875		10875		10875		10875	
Ensure that all correspondence marked out to the Waste Management Segment receives attention within three (3) working days after receipt from the Registration office	Monthly report on attendance given to correspondence	12	43500		10875		10875		10875		10875	
Compile and submit a Waste Management Plan	Waste Management Plan complies	1	3625		906		906		906		907	
Develop central dumping site- Waste Management Plan and Air Pollution Impact Study	Impact study completed	1	3625		906		906		906		907	
Control and monitor- Abattoir-waste		1	3625		906		906		906		907	
<b>WASTE WATER MANAGEMENT</b>												
<b>SEWERAGE PURIFICATION</b>												
Replacement of 95% of the bucket systems June 09	Quarterly report on progress made	4	14500		3625		3625		3625		3625	
To operate the purification works in such a manner that the permit conditions are satisfied	Monthly report on status of operations	12	43500		10875		10875		10875		10875	
<b>SEWERAGE SUCTION TANK SERVICE</b>												

To optimise the fleet so that a standard service can be provided to all clients	Quarterly report on optimising the fleet	4	14500		3625		3625		3625		3625	
To provide a cost effective and affordable service to the clients	Monthly report on service provision	12	4621292	7158680	1155322		1155322		1155322		1155322	
To introduce a communication system so that instructions can be conveyed to the truck drivers	Communication system implemented	1	3625		906		906		906		907	
Ensure that all correspondence marked out to the Waste Water Management Segment receives attention within three (3) working days after receipt from the Registration office	Monthly report on attention given to reports	12	43500		10875		10875		10875		10875	
Capital Budget implementation - Appoint and monitoring of Consultants.100%spent	Quarterly report on implementation including consultant monitoring	4	14500		3625		3625		3625		3625	
Effective Management - Compile and approve a maintenance plan	Approved maintenance plan	3	10875		2718		2718		2718		2721	
Structure projects in accordance with EPWP	Quarterly report on 100% EPWP implantation	4	14500		3625		3625		3625		3625	
Try reduce consumer water consumption (12%) through educating consumers	Monthly report reduction of water consumptions	12	43500		10875		10875		10875		10875	
Improve customer communications- Establish reporting program. Customer feedback through ward	Establish reporting program	1	3625		906		906		906		907	
Develop Sewerage Maintenance and Management plan- Medical waste	Medical Waste Plan completed	1	3625		906		906		906		907	
<b>WATER</b>												
Report on MIG Projects	Monthly Reports	12	43500		10875		10875		10875		10875	
Submit Comprehensive Infrastructure Plan	Completed Comprehensive Infrastructure Plan	1	3625		906		906		906		907	

MIG contribution to Sutherland Water Project	Monthly reports	12	3893535	3893535						3893535	
To provide a cost effective and affordable service to the clients	Monthly reports	12	2910305	6289436	727575		727575		727575		727580
Project Management Meetings	Quarterly reports	4	14500		3625		3625		3625		3625
Bulk Services	Monthly reports	12	15000		3750		3750		3750		3750
3 Reservoirs	Monthly reports	12	116000		29000		29000		29000		29000
Water Loss Report	Monthly reports	12	170000		42500		42500		42500		42500
Water Sector Meeting	Monthly Minutes	12	43500		10875		10875		10875		10875
Water Quality Management			15000		3750		3750		3750		3750
<b>ELECTRICITY</b>											
Regional Energy Forum Meeting	Quarterly meetings	4	14500		3625		3625		3625		3625
REDS One Forum Meeting	Quarterly meetings	4	14500		3625		3625		3625		3625
Electricity Sub Station/Network Maintenance	Monthly report	12	163000		40750		40750		40750		40750
To provide a cost effective and affordable service to the clients	Monthly report	12	10795148	12230116	2698787		2698787		2698787		2698787
Electricity Loss Report	Monthly reporting	12	616000		154000		154000		154000		154000
Regional Energy Forum Meeting with DME	Quarterly meetings	4	14500		3625		3625		3625		3625
REDS One Forum Meeting	Quarterly meetings	4	14500		3625		3625		3625		3625
Section Head Meetings	Monthly minutes	12	43500		10875		10875		10875		10875
IDP Representative Meeting	Minutes of meetings	4	14500		3625		3625		3625		3625
Council Meetings Attendance	Minutes of meetings	6	10875		2718		2718		2718		2721
Portfolio Committee Meetings	Minutes of meetings	12	21750		5437		5437		5437		5439
Planning and Project Management: Department Reports	Departmental Reports	12	21750		5437		5437		5437		5439
Service Audit	Report on Service Audit	1	3625		906		906		906		907
Performance Management	Quarterly reports on PMS	4	14500		3625		3625		3625		3625



Financial Budget Management (Expenditure Control in Compliance with MFMA)	Monthly reports Financial/ Budget Management	12	30250		7562		7562		7562		7564	
Safety Equipment Issued	Monthly reports on equipment issues	12	2000		500		500		500		500	
SDBIP Compiled	Approved SDBIP	1	3625		906		906		906		907	
Prepare Adjusted Budget	Approved Adjusted Budget	1	3625		906		906		906		907	
<b>ROADS AND STORMWATER</b>												
To optimise the fleet so that a standard service can be provided to all clients	Quarterly report on optimising the fleet	4	14500		3625		3625		3625		3625	
To provide a cost effective and affordable service to the clients	Monthly report on service provision	12	2929399	1010500	732349		732349		732349		732352	
To introduce a communication system so that instructions can be conveyed to the truck drivers	Communication system implemented	1	3625		906		906		906		907	
Ensure that all correspondence marked out to the Streets Segment receives attention within three (3) working days after receipt from the Registration office	Monthly report on attention given to reports	12	43500		10875		10875		10875		10875	
Capital Budget implementation - Appoint and monitoring of Consultants.100%spent	Quarterly report on implementation including consultant monitoring	4	14500		3625		3625		3625		3625	
Effective Management - Compile and approve a maintenance plan	Approved maintenance plan	3	10855		2713		2713		2713		2696	
Structure projects in accordance with EPWP	Quarterly report on 100% EPWP implementation	4	14500		3625		3625		3625		3625	
Paving of streets all towns	MIG Report	12	4111465	4111465							4111465	
Improve customer communications- Establish reporting program. Customer feedback through ward	Establish reporting program	1	3625		906		906		906		907	
Develop Street Maintenance Plan	Street Maintenance Plan completed	1	3625		906		906		906		907	

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## 6. Performance Plans for Senior Managers

PERFORMANCE MANAGEMENT SYSTEM								
PERFORMANCE PLAN for 2015/16 - MANAGER: TECHNICAL SERVICES								
APPENDIX A: KEY PERFORMANCE AREAS (KPA's.) and KEY PERFORMANCE INDICATORS (KPI's) = 80%								
Purpose--: The performance plan defines Council's expectations of the Manager: Technical Services performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually								
Key' responsibilities: Manage the reduction of backlogs in basic infrastructure in the municipality. Provide sustainable basic services to the community Manage the maintenance of the infrastructure in the municipality Manage the roads agency function Support the promotion of municipal transformation and organisational development. . Support the promotion of good governance and public participation.								

Key Performance Area	Weight		Key' Performance Indicator	Weight 100	Baseline Information	Time Frame	Target		Progress on Date of Review
							Quality	Quality	
Infrastructure Development and Service delivery	70	1	Provide .... households with potable water.	10					
		2	Provide sanitation to .... households.	10					
		3	Supply electricity to .... households.	10					
		4	Percentage of identified water reticulation projects completed.	5					
		5	Percentage of identified electricity reticulation project completed.	5					
		6	Percentage of identified community facility projects completed	5					
		7	Provide project management support to .... Housing units	5					
		8	Town planning projects completed.	5					
		9	Provide identified maintenance of municipal infrastructure	5					
		10	Compliance to the conditions as set out in the approved Roads Agency	10					
Municipal Transformation and Organisational Development	10	11	Implementation of the municipality's Performance Management System (PMS). Agreement aligned to the Integrated Development Plan (IDP). Of the Department: Technical Services	5					
		12	Percentage implementation of the approved organisational structure aligned to the IDP of the municipality	3					
		13	Percentage implementation of the municipality's Customer Care policy applicable to the Department of Technical Services:	2					

Key Performance Area	Weight		Key' Performance Indicator	Weight 100	Baseline Information	Time Frame	Target		Progress on Date of Review
							Quality	Quality	
Good Governance and Public Participation	10	14	Compliance to set procedures in ensuring adherence legislation for community participation in terms of planning, budgeting, implementation, monitoring and reporting.						
		15	Maintain relationships with organised business, through transparent, professional and accountable actions						
			Percentage compliance to the anti-corruption policy' for the municipality in terms of the national strategy	5					
Municipal financial viability and management	10		Compliance to the financial management policies and by-laws of the municipality.	10					
	100			100					

**APPENDIX B:**

CORE COMPETENCY REQUIREMENTS (CCR's) = 20%

PERIOD: 01 JULY 2015 to 30 JUNE 2016

Manager Technical Services								
No.	Core Competency Requirements (CCR's)	Weight	Quarterly Scores				Final	Comments
			1st	2nd	3 rd	4th	Score	
1.	Core Managerial Competencies (CMC's)							
1.1	Client Orientation and Customer Focus. ( compulsory)							
1.2	Financial Management. ( compulsory )							
1.3	People Management and Empowerment. ( compulsory )							
1.4	Change Management.							
1.5	Communication.							
1.6	Honesty and Integrity.							
1.7	Knowledge Management.							
1.8	Problem Solving and Analysis.							
1.9	Programme and Project Management.							
1.10	Service Delivery Innovation.							
1.11	Strategic Capability and Leadership.							
2.	Core Occupational Competencies (COC's)							
2.2	Competence in policy conceptualisation, analysis and implementation.							
2.3	Competence in Self Management.							
2.4	Competence required by other national line sector departments.							
2.5	Exceptional and dynamic creativity to improve the municipality.							
2.6	Interpretation of legislative and policy frameworks.							
2.7	Knowledge of developmental local government.							
2.8	Knowledge of global and S.A. political, social and economic context.							
2.9	Knowledge of functional municipal fields/disciplines.							
2.10	Knowledge of Performance Management and Reporting.							
2.11	Skills in Mediation.							
2.12	Skills in Governance							
Total:		100%						

PERFORMANCE MANAGEMENT SYSTEM (PMS)							
<b>APPENDIX A: PERFORMANCE PLAN for 2015/2016– CORPORATE SERVICES</b>							
Purpose–: The performance plan defines Council's expectations of the Manager: Technical Services performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually							
Key responsibilities: Manage the human resources and institutional transformation of the municipality Manage and promote local economic development in the municipality Manage and promote social development in the municipality Promote a safe and healthy environment Encourage and promote democratic governance and public participation in the municipality.							

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline Information	Time Frame	Target Quality	Quality'
Municipal Transformation and Organisational Development		1. Ensure that all approved IT/ MIS projects are implemented and maintained	6				
		2. Implement and improve the Performance Management System (PMS). aligned to the Integrated Development Plan (IDP) of the municipality	6				
		3. Amend and operationalise an organisational structure aligned to the Integrated Development Plan (IDP) of the municipality.	6				
		4 Amend and implement effective administrative and institutional systems, structures and procedures: (HR, Financial Policies. By-laws)					
		5 Revise and operationalise integrated human resource management systems	6				
		6. Implement the approved Customer Services Systems In Department: Administration	6				
Local Economic Development (LED)	2	7. Ensure Implementation of the approved LED and Tourism Master Plan.	8				
		8. Ensure the performance of a detailed analysis of local economic development in the municipality (LED)	8				
		9. Ensure the implementation of approved projects informed by credible business plans within the parameters of the LED Strategy and programme					
		10. Ensure the provision of institutional capacity to implement approved LED programmes and to create a conducive environment for shared growth in the municipality	8				
Democratic Governance and Public participation		11. Ensure the promotion, support and implementation of approved social development programmes	3				

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline Information	Time Frame	Target	
						Quality	Quality'
		12. Ensure the implementation of the approved Disaster Management Plan in compliance with the Disaster Management Act.	3				
		13. Ensure the implementation of land-use policies and legislation.	3				
		14. Ensure the promotion, support and implementation of approved Environmental	3				
		15. Ensure the provision of administrative support services to all committees of Council (Mayoral Committee, Portfolio Committees etc)	3				
		16. Ensure capacity building of community-based organisations to enhance effective community participation	3				
		17. Support the building of relationships with organised business, labour civil society through transparent and accountable actions	3				
		18. Implement and monitor the approved anti corruption strategy for the municipality in Department: Administration in terms of the National Strategy	3				
		19. Promote and monitor the Implementation of the approved communication strategy in Department: Administration to promote transparency, public accountability, access to information and administrative justice and responsiveness	3				
Municipal Financial viability and management	5	20. Support and promote the achievement of an unqualified audit report.	5				
	100		100				

PERFORMANCE MANAGEMENT SYSTEM (PMS)

APPENDIX B:

CORE COMPETENCY REQUIREMENTS (CCR's) = 20%  
JULY 2015 to 30 JUNE 2016

PERIOD: 01

HOD: Corporate Services

No.	Core Competencies (CMC's)	Weight	Quarterly Scores				Final Score	Comments
			1 st	2 nd	3 rd	4 th		
1.	Core Managerial Competencies							
	Client Orientation and Customer Focus. (compulsory)							
1.2	Financial Management. (compulsory)							
1.3	People Management and Empowerment. (compulsory)							
1.4	Change Management.							
1.5	Communication.							
1.6	Honesty and Integrity.							
1.7	Knowledge Management.							
1.8	Problem Solving and Analysis.							
1.9	Programme and Project Management.							
1.10	Service Delivery Innovation.							
1.11	Strategic Capability and Leadership.							
2.	Core Occupational Competencies							
2.2	Competence in policy conceptualisation, analysis and implementation.							
2.3	Competence in Self Management.							
2.4	Competence required by other national line sector departments							
2.5	Exceptional and dynamic creativity to improve the municipality							
2.6	Interpretation of legislative and policy frameworks.							
2.7	Knowledge of developmental local government.							
2.8	Knowledge of global and S.A. political, social and economic context.							
2.9	Knowledge of functional municipal fields/disciplines.							
2.10	Knowledge of Performance Management and Reporting.							
2.11	Skills in Mediation.							
2.12	Skills in Governance							
<b>Total:</b>		100%						



PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE PLAN • MANAGER: FINANCE

**APPENDIX A: KEY PERFORMANCE AREAS (KPA's) and KEY PERFORMANCE INDICATORS (KPI's).**

Purpose-: The performance plan defines Council's expectations of the Chief Finance Officer performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually

Key responsibilities

1. Manage the budget reform implementation process
2. Manage the financial reporting process in terms of the MFMA
3. Manage expenditure and supply chain management
4. Manage revenue and debt collection
5. Manage asset and risk management
6. Manage institutional transformation and organisational development in the department of finance
7. Promote good governance and public participation in financial matters for the municipality

Key- Performance Area	Weight	Key Performance Indicators	Weight	Baseline information	Time Frame	Targets		Progress on Date or Review
						Quality	Quantity	
1. Budget Reforms Implementation Process		1. Ensure implementation of budget reforms prescribed in the MFMA as per categorisation of the municipality.	13					
		2. Ensure timeously reporting in the prescribed format to Council, National and Provincial Treasury, Auditor General, DPLG, Department Housing and Local Government and other stakeholders. on prescribed dates						
2. Reporting Process in terms of the MFMA		3. Ensure the drafting and submission of a mid year report to Council	9					
		4. Ensure the timeously compilation of the Annual Financial Statements in the prescribed format.	9					
3. Expenditure and Supply Chain Management	10	5. Ensure the implementation and management of the expenditure and supply chain management system.	10					
4. Revenue and debt collection.	10	6. Ensure the collection and receipt in terms of all grant funding promulgated per DORA allocation.	10					
5. Asset and Risk Management.	7	7. Ensure the implementation of effective asset and risk management	7					
1. Municipal Transformation Organisational Development	8	8. Implement the approved Performance management System (PMS) in the Finance Department, aligned to the IDP of the Municipality						
		9. Operationalise the approved organisational structure of the Finance Department, aligned to the Integrated Development Plan (IDP) of the Municipality						
		10. Implement the approved administrative and institutional systems, structures and procedures in the Finance department (Financial Policies, by-laws and communication systems)						
		11. Implement Financial Customer Services system						
		12. Ensure the Implementation of the approved Process Plan for community participation in terms of planning, budgeting, implementation, monitoring and reporting.						

Key- Performance Area	Weight	Key Performance Indicators	Weight	Baseline information	Time Frame	Targets	Quantity	Progress on Dale or Review
						Quality		
7 Good Governance and public Participation.	12	13. Implement the approved financial anti-corruption strategy for the municipality in terms of the national strategy						
		14. Achieve and maintain unqualified financial audit reports	4					
	100		100					

PERFORMANCE MANAGEMENT SYSTEM (PMS)	
APPENDIX B: CORE COMPETENCY REQUIREMENTS (CCR's) = 20%	PERIOD: 01 JULY 2015 to 30 JUNE 2016

HOD: Finance ( CFO)								
No.	Core Competencies (CMC's)	Weight	Quarterly Scores				Final Score	Comments
			1st	2nd	3rd	4th		
I.	Core Managerial Competencies							
\1	Client Orientation and Customer Focus. (compulsory)							
\2	Financial Management. (compulsory )							
1.3	People Management and Empowerment. (compulsory )							
1.4	Change Management.							
\5	Communication.							
\6	Honesty and Integrity.							
1.7	Knowledge Management.							
\8	Problem Solving and Analysis.							
\9	Programme and Project Management.							
\10	Service Delivery Innovation.							
\11	Strategic Capability and Leadership.							
2.	Core Occupational Competencies							
22	Competence in policy conceptualisation, analysis and implementation.							
23	Competence in Self Management.							
24	Competence required by other national line sector departments.							
25	Exceptional and dynamic creativity to improve the municipality.							
26	Interpretation of legislative and policy frameworks.							
2.7	Knowledge of developmental local government.							
2.8	Knowledge of global and SA political, social and economic context.							
29	Knowledge of functional municipal fields/disciplines.							
2.10	Knowledge of Performance Management and Reporting.							
2.11	Skills in Mediation.							
2.12	Skills in Governance							
Total:		100%						

PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE PLAN • MUNICIPAL MANAGER

**APPENDIX A: KEY PERFORMANCE AREAS (KPA's) and KEY PERFORMANCE INDICATORS (KPI's).**

Purpose:- The performance plan defines Council's expectations of the Municipal Manger performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually

Key responsibilities

1. 1 Provide democratic and accountable government to local communities
2. Ensure the provision of services to communities in a sustainable manner
3. Promote social and economic development
4. Promote a safe and healthy environment
5. Encourage the involvement of communities and community organisations in matters of local government

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline information	Time Frame	Targets		Progress on Dale or Review
						Quality	Quantity	
1. Municipal transformation and Organisational Development	1.	Implement and improve a Performance Management System aligned to the IDP of the municipality"	13					
	2.	Amend and operationalise an organisational structure aligned to the IDP of the municipality						
	3.	Amend and implement effective administrative and institutional systems, structures and procedures (HR, Financial policies, By Laws and communication)	9					
	4.	Manage the interface between the Mayoral Committee and Council, aligned to the administration and political priorities of Council	9					
	5.	Introduce and operationalise integrated human resource management systems						
	6.	Implement Customer Service Systems						
2. Infrastructure Development and Service Delivery	10	Implement an infrastructure development and investment model						
		Provide basic municipal services within the municipality						
		Facilitate sustainable human settlement development in line with the IDP						
		Undertake a detailed analysis of economic development in the municipality						
		Incorporate the comparative and competitive advantages of the municipality into a credible LED strategy and programme						
3. Local Economic Development	10	Ensure the economic development analysis, land use policies and spatial representation of the local economic development vision are included in the Spatial Development Framework						
		Provide institutional capacity to implement the LED programmes and to create a conducive environment for shared growth in the municipality						
		Implement sound financial practices in terms of the MFMA priorities and timeframes						

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline information	Time Frame	Targets		Progress on Date or Review
						Quality	Quantity	
		Ensure the development of financial management policies and by-laws (supply chain management, credit control, tariff and investment policies)						
4. Municipal Financial Viability and management	7	Introduce and operationalise integrated financial management systems						
		Ensure the achievement of set financial viability targets						
		Implement and comply with financial legislation including the Property Rates Act and Division of Revenue Act						
		Set procedures to ensure adherence to legislation for community participation in terms of planning, budgeting, implementation monitoring and reporting						
		Ensure regular communications with communities on achievement to targets of the municipality						
		Build capacity of community-based organisations to effect participation						
		Build relationships with organised business, labour and civil society through transparent and accountable actions						
		Develop and implement anti-corruption strategies for the municipality in terms of the national strategy						
5. Good Governance and Public Participation	8	Ensure the effective functioning of the financial and performance audit committee						
		Introduce and maintain mechanisms to ensure disclosure of financial interest						
		Develop and implement an effective communication strategy to promote transparency, public accountability, access to information and administrative justice and responsiveness						
		Achieve and maintain unqualified audit reports						
		Ensure community satisfaction surveys are conducted						
Total	100							

PERFORMANCE MANAGEMENT SYSTEM (PMS)		
APPENDIX B:	CORE COMPETENCY REQUIREMENTS ( CCR's) = 20%	PERIOD: 01 JULY 2015 to 30 JUNE 2016

Municipal Manager:								
No.	Core Competencies (CMC's)	Weight	Quarterly Scores				Final Score	Comments
			1st	2nd	3rd	4th		
1.	Core Managerial Competencies							
1.1	Client Orientation and Customer Focus. (compulsory)							
1.2	Financial Management. (compulsory )							
1.3	People Management and Empowerment. (compulsory )							
1.4	Change Management.							
1.5	Communication.							
1.6	Honesty and Integrity.							
1.7	Knowledge Management.							
1.8	Problem Solving and Analysis.							
1.9	Programme and Project Management.							
1.10	Service Delivery Innovation.							
1.11	Strategic Capability and Leadership.							
2.	Core Occupational Competencies							
2.2	Competence in policy conceptualisation, analysis and implementation.							
2.3	Competence in Self Management.							
2.4	Competence required by other national line sector departments							
2.5	Exceptional and dynamic creativity to improve the municipality.							
2.6	Interpretation of legislative and policy frameworks.							
2.7	Knowledge of developmental local government.							
2.8	Knowledge of global and S.A. political, social and economic context.							
2.9	Knowledge of functional municipal fields/disciplines.							
2.10	Knowledge of Performance Management and Reporting.							
2.11	Skills in Mediation.							

2.12	Skills in Governance					
Total:		100%				

### Mayor's approval of SDBIP 2015/2016

I, JP Julies, Mayor of Karoo Hoogland Local Municipality, hereby approve the service delivery and budget implementation plan in accordance with Section 53 (c) (ii) of the Municipal Finance Management Act no 56 of 2003.

Print Name: JP Julies  
Mayor of Karoo Hoogland Local Municipality (NC066)

Signature \_\_\_\_\_

Date \_\_\_\_\_